

COMMITTEE on ACCESSIBLE TRANSPORTATION

March 16th, 2022

9:00 AM – 11:00 AM

WebEx/Virtual Meeting Recording

Members: Jan Campbell, Adam Kriss, Annadiana Johnson, Arnold Panitch, Barry Lundberg, Claudia Robertson, Dave Daley, Kris Meagher, Leon Chavarria, Patricia Kepler, Ryan Skelton, Zoe Presson, Keith Edwards

Staff: Margo Moore, Chris Hunter, Eileen Collins, Alan Lehto, Charlie Clark, Tom Markgraf, John Kitchens, Jon Santana, Tony Clark, Tia York

Guests: John Lewis, Leiite Lemalu, Trina Loucks, Steve Hext, Lisa Strader, AlanHines, Kathryn Woods, Trish Baker

Jan Campbell: Called the March CAT Business meeting to order.

Jan Campbell: Is there a motion on the floor to approve the agenda?

Chris Hunter: Annadiana, motion to approve.

Barry: I'll second it.

Jan Campbell: Okay. Any discussion? Anybody that is not in favor or abstain, please raise their hand or speak up. I don't see anybody, so it passes. The approval of the minutes. Is there a motion to do so? If you could raise your hand, that would be great.

Chris Hunter: Dave Daley, motion to approve.

Jan Campbell: Is there a second?

Chris Hunter: Kris Meagher seconded.

Jan Campbell: Anyone that's not in favor or abstain. Please speak up and raise their hand. I think it passes then. Thank you. Announcements from the chair. I have just one announcement. I know there's been things going back and forth regarding the blockage of the bus stops. I'm going to talk with TriMet and then also with some people within the city and see if we can get a meeting together and see if we can move forward on this. I did get answers and I forwarded them to Chris. We did send the letter that Dave wrote out regarding our concerns. The main thing we got was a form letter from all the commissioners and they just mainly gave us other staff to speak with. So I will be working again with TriMet on this in the next week or so. That's the only announcement that I have at this time. Any staff updates?

Chris Hunter: For me, I'm just going to be convening the nominating committee and we're going to get those interviews scheduled the next couple of weeks. So look forward to an email from me with proposed dates and times, and I will get all of those CAT applications of the people who applied out to as well.

Jan Campbell: Great. And the nominating committee is myself, Kris and Leon. Is that correct? Yes.

Jan Campbell: Okay, great. Any other updates, Eileen or Margo? Nothing? Okay. Any questions on those updates? LIFT contractor report, Eileen? Go.

Eileen Collins Mastel: Our operation service data was included in the CAT packet. I'm going to be a little brief just because I want to allow enough time for John and Trina and Steve to all speak about their portion of service. So we've seen almost a doubling of service since last February with our total trips in February up to 33,763, and we were only at about 17,000 last February. We need to remember also that last February we had some of those severe ice storms and we shut down service at least one day. We also had very minimal service for a few other days in February. So it's not necessarily an apples to apples comparison, but we are seeing marked increases in ridership, which is great and call center is doing phenomenally with getting all their calls answered within a reasonable time period. Our on time performance was 92.45% for February and on time arrivals were even higher in the 94.26% range. We did see some increases in complaints in a couple key areas that I have asked John and Trina to both address from an operations standpoint and for operators what those complaints are about and how

they're addressing them as well as the call center. So I'm going to turn it over to John Lewis, who's our general manager for Transdev, who is responsible for both of the transportation regions that are in operation now. So, John, welcome to CAT.

John Lewis: Good morning, folks. So I really wanted to talk a little bit about some of the things that we identify and work with our operators on at Transdev. Our core principles include safety, customer service and efficiency. Talk a little bit about our training. During our initial training with a new operator, we spend 8 hours on sensitivity training, passenger assistance, professionalism, customer service and map navigation. But of course, the training doesn't really stop there. We also do refresher training through our safety meetings, as well as mandatory training for preventable accidents, injuries and valid complaints. When we are working with our operators, we're really focusing on four areas education, observation, reinforcement and accountability. To talk a little bit about education, we start off with, of course, initial and refresher training, our safety meetings, radio messages out to our operators like safety messages, reminders about different things that are going on. We also have a communication platform that Transdev provides to our operators called Mobile Me. It's an app where they install it on their phones and it enables us to be able to provide a communication channel to our operators as well as functionality for them to have insight into things like pay hours clocking in and out and etc... We also use memos and other traditional sources of communication postings to make sure that we convey information that is relevant to their performance. And then I think one of the most critical parts of education is really what I call one on one touchpoint conversations. And it's where as a supervisor or a manager, you're out in the field or just simply in the building, and you engage an operator on a conversation about whatever is relevant or appropriate topic for the moment.

John Lewis: Maybe you see them doing something good, you see them doing a good pre trip. Positive reinforcement goes far further and is far more effective than negative conversations. By making sure that we communicate the things that are important to us, the intent is that it will be important to our employees as well. We do ongoing routine observations through our ride checks, our performance evaluations. We will also be introducing a new technology called Drive Cam, which I'll talk about in just a moment. We also monitor our performance through on time performance reports and analysis and just supervisory observations throughout the community. Then as I spoke

a little bit about reinforcement, we do operator debriefs, responding to our SIPs, our customer service comments, every comment the operator is interviewed and we get their side of the story and find out what happened and it provides us an opportunity for coaching and counseling. We also do recognition of commendations through our shared care boards where we post every commendation that comes in for an operator to make sure that we recognize good performance as well. And then we also have a number of different on time performance based incentive programs for our operators at both of our regions. And then finally, as accountability, the bottom line is, is that we hold our employees accountable for their performance. There's an expectation that they're going to do their job as they are required to do it. And if they don't, if they make an error it provides a teachable moment.

John Lewis: We thoroughly believe that most employees come to work wanting to do good job, and we want to allow them an opportunity to learn from their mistakes. And then just finally talking about some of the technology that we're going to be introducing here very soon and this will actually be starting installs next week is called Drive Cam. And Drive Cam is basically a camera device that goes into the windshield of the vehicle, provides for safety event recording. So if a driver goes around a corner too fast, brakes too hard, it provides an alert and allows us to be able to look at that video clip. I also has the artificial intelligence that identifies different events that it captures and records and again allows us to identify those performance issues and coach and talk with the operator and also provides us this live access monitoring and the ability to quickly and immediately investigate comments so that again, we can thoroughly identify what happened and provide an objective evaluation and share that with the operator. And then the last piece is Mobileye implementation. Mobileye is a pedestrian safety awareness alert system. It exists on many new cars out there today. It uses LIDAR, and essentially what it does is it's looking at the road. And when it sees a pedestrian in the path of travel, it provides an alert to the operator. The intent, of course, is to make sure that we never have a pedestrian accident. So those are some of the things that Transdev is working on. And if you have any questions, I'd be happy to answer.

Eileen Collins Mastel: All right. I'm going to turn it over to Trina then. Trina is the general manager of our call center with First Transit, and they've had a big milestone that they celebrated for 32 days straight that I'll let her share and some other exciting

developments that I am so incredibly proud of. So, Trina, I'm going to turn the floor over to you.

Trina Loucks: I'm Trina. I'm the GM over here. I've been here actually since June of last year. So to me, in my brain, I'm still kind of new, but we've worked with the call center for that long now and she is correct. We hit a milestone. We had 32 days straight of hitting all of our metrics, meaning that 95% of the calls were answered in under 5 minutes for reservations and customer service. And our dispatch answered 98% under 5 minutes. We are very excited about that. And the other thing that I'd like to mention is that we did push to hire riders as our reservationist. Our current reservation department is 52% riders. So we are very excited to be able to say that and have our riders be able to work on this side and understand the system and program and everything else. So that was very, very exciting. With that though, we did notice the increase in February for the errors. I will let you know, we did a huge hiring in December/January. So we had six new people and I know that doesn't seem like too much, but for us it is. We're kind of small here. When we train, we do 3 to 4 weeks of training. And so we do two weeks of Trapeze training, get to know TriMet, all of that fun stuff. And then a week of shadowy typing, another week of them typing, somebody just watching them, that type of situation. And within that February time, those six people actually ended up going on the floor, live by themselves. And so we do expect a few more errors than planned for that time frame when people get to go out on their own. So we do have two leads that roam the call center and can answer any questions, catch any errors, things like that, to make sure that we are watching and training as they go, which I think is a really, really great thing. Those leads are a newer position, so it's great to have them available and have people just be able to raise their hand and say, hey, I got a quick question here.

Trina Loucks (continued): We also have a system called Jasper here where they can go on to the dashboard and catch their errors after entry. And so that is a great system and we're able to use it and see it. However, it needs to be a little bit updated for the COVID errors that may happen with our reservation changes. So in that, it was actually really great to see this information and see where the errors were being caught, especially with new people on because you get used to the seniors, the senior reps that that kind of just keep going and you don't really see it. So by doing that, we were able to see the errors and make sure that we have some more training added for the more common errors that we're seeing. But we're also able to add this into this reporting

system so that we're able to catch them prior to the trip going out to dispatch and scheduling. So that's a very good system to have and we're using it and updating it as we go. We are working on it as much as we possibly can and, and continuing to hit all of those marks that we possibly can.

Jan Campbell: Let's finish the reports Eileen and then open it up to questions to the CAT and then if we have time to the public. But Kathryn, go ahead.

Kathryn Woods: My question concerns dispatch. I agree. They're doing a terrific job. I've experienced their terrific job lately. I am questioning about the training of dispatchers, how much actual ride along training does it include and is there any plan to increase the amount of ride along training? I do get this question from drivers frequently. Most of them wish the dispatchers had been drivers, which is not practical for all of them. I understand that. And I think they do understand that after a fashion. But what's the actual plan for ride alongs for dispatchers? Can you answer that, please?

Trina Loucks: We would love to have our dispatchers do ride alongs and with the capacity changing, that is now an option. Prior to that, we have to kind of stop because we'd much rather pick up a customer than have a dispatcher ride along when the customer needs a ride and capacity had changed. So unfortunately COVID had put a halt to that. But we are actually working on getting those scheduled. Our IT person, along with Jeremy over at the region are going to be getting together and going to see all the spots that radios lose service so that they can test those out. So we are excited to start the ride alongs again and so we are going to be doing that. And I will also say we are lucky enough that our dispatch scheduling manager was a driver and also a window dispatcher and a supervisor and everything else. So she is fully aware and she actually still has her CDL. So we are lucky to have her because she can definitely understand what the drivers are going through and the things that come up on that firsthand basis.

Kathryn Woods: Is there an optimum time during their training of which you would like to see them have that right along? Say a week, two weeks out of their total training?

Trina Loucks: It really depends honestly also on the region schedule because we don't like to mess with that region schedule too much if we don't have to. But it would

normally be about three weeks. Dispatch training is a lot more intense and a lot longer as they use several different systems. We also like to make sure that they get a tour of each different bus, the capacity of each different busses, things like that. So that kind of would get done at the same time. But that would definitely be 3 to 4 weeks in just because we have the regular Trapeze training, the customer service training, and then the dispatch training. So they do get all of those steps so they know what steps are taken prior to them getting to the dispatch.

Jan Campbell: Eileen we have about eight more minutes. Are there other people that want to report and then we can open it up to questions?

Eileen Collins Mastel: We're going to we're going to turn it over to Steve. The Broadway Cab has been doing a great job of really getting to trips in a more timely fashion. And you can see from the report that they're really getting much better performance, but they still have some complaints about late trips. So Steve is going to speak to what they're doing to encourage driver numbers and other topics.

Steve Hext: Thank you. Steve Hext from Broadway Cab. I do think our on time is trending in the right direction. I think Eileen's report shows that, and if we had seen previous months, I think we would see a similar stepping and improvement. But I would point out one thing, and I think the stats bear it out. If you look at page two on the report, look at January, and our total customers in December was 2,860. Our total in January was 2,098. That's about a 25% drop month to month. And but the good part about that is, if you look at our complaint numbers, we had a very significant drop in complaints in January also. And so if you if you correlate the numbers to the complaint numbers, there is a factor, a correlation that we are still struggling to hit on time on the months where our trip volume is higher. So the offset of that is that, for example, in January, we had built our driver core back to where we were able to meet the higher trip volumes. If you recall, in January, another COVID was announced and then we saw a 25% drop in TriMet trips along with that. For example, Alaska Airlines canceled 200 flights out of Portland in January. So all these drivers that we had brought back and gotten on the road, many of them got cold feet.

Steve Hext: It's like, "Steve, are we going into this again?" So I've got a number of drivers laid off. Again, we're trying to bring them back but this up and down that we're

seeing, hopefully January was the last down and we can just continue to build driver numbers from that point. As far as the complaints, during the COVID shutdown, a lot of drivers were laid off. Most of them did. But the drivers that were left were veteran. And if you go back and study the complaint stats during that period, we didn't get a lot of what I call newbie complaints, but we're seeing those again. And just one example of what I mean, if you look at the stats that Eileen gave you, it would fall under did not announce or improper driver behavior, that sort of thing. So when a driver comes in, we tell to read your order carefully, if there's a D in it or a "do not leave alone" or "a hand to hand", then they know how to perform that. It's a newbie mistake to get busy, to move from trip to trip, and then all of a sudden the driver forgets to read his order completely. And so he does not escort the person to their final destination. So that's kind of the example. We weren't getting those kind of complaints for over a year, but we are seeing those types of beginner complaints again and we use them just to sensitize the driver.

Steve Hext: We bring them in and review how he handled the order, what he actually did, and use it as an instruction. And so we are we are improving them as we go, but we are seeing an increase in what I call "newbie complaints". The last thing I wanted to mention is the biggest challenge we're facing right now, and I see it as kind of a tailing issue, is we have to not only keep drivers on the road, we have to keep vehicles on the road. And what has happened in the last couple of months is our shop has gotten behind and is failing to turn the vehicles around. Maintenance on vehicles and repairs on the vehicles is ongoing. So the shop has hired more staff. But for example, right now I've got four wheelchair vans sitting unaddressed that I actually need on the road and I've got three wheelchair van drivers in sedans right now because my shop hasn't turned out the van, so that's probably a little too much explanation at this level. But we are working with the shop. It's he's facing the same thing we are as far as mechanics coming back and getting to work. So that's all I had on my notes. If there's any questions or anything, I'll take it.

Eileen Collins Mastel: I would just add one note to that before we go to Dr. Edwards question or CAT questions. We're seeing the same supply chain issues still impacting our maintenance team. And what used to take us about a week to get a transmission for one of our vehicles is now seven months to get a transmission replacement. So we're trying to keep as many of our vehicles in service with as many mechanics as we have working and they're trying to recruit. And it's one of the most challenging job markets

still for us. So there's a lot of a lot of the shell game at play in how we get service out on the street. So to see the numbers that we're seeing, I'm still tremendously impressed with our partners. I want to thank them for all that they've been doing. Jan I'll leave it to you to call folks for questions.

Jan Campbell: Let's go to Dave now.

Dave Daley: When you look at the data on taxi, the sort of more standard trips are trending up and they look like they're coming to the place where they're almost acceptable. But for the wheelchair thing their performance is bad and it's not better. And furthermore, the number of wheelchair trips assigned to the provider is not going down either, which is one of the fixes that we talked about in other meetings. Are we kidding ourselves, trying to ever do wheelchairs right with the taxi because it's not happening. And sooner or later we have to say, look, this isn't going to work and do something different. Or the other option is we fix it. So I'll leave it to you guys to figure out which way to go. I don't know. It's just really frustrating to see the wheelchair part just not get any better.

Eileen Collins Mastel: So on that note, I'll just say that when you look at the trips as a percentage of our whole the wheelchair sedan trip or the wheelchair van trips are going down substantially and we are prioritizing wheelchair trips on our vehicles. And we will continue to prioritize getting those on our vehicles and sending as many sedan trips to Broadway to make sure that we're offsetting that that demand.

Dave Daley: The raw number of trips where we're exposing the passenger to lousy performance are not going down.

Jan Campbell: So what I'd like to do on this, Eileen, if you can talk to Dave on this afterwards that would be great. We are looking at starting subcommittees again regarding the paratransit and then the fixed route. And maybe when we have more time in meetings like that, we can discuss this more, but we do need to move on. So maybe Dave and Eileen can get together. And then I do have Keith. Go ahead and then we'll move on.

Director Keith Edwards: To follow up on what Dave said, my concern is I don't want to lose drivers. But at the same time, you know, there has to be some discipline attached to this behavior because if it's not, it's going to continue, like Dave said, you know, and if it's going to continue, then we need to do something different. There's got to be a way to improve performance. And if we can't find an answer to that, then we have to do something to find another alternative, because people can't continue to be left and not being able to get to their destinations, being not being accompanied when they're expected to, not feeling safe, that can't continue. It can't go on. And otherwise, we just throw up our hands and say, oh, well, and that's not that's certainly not fair to our customer base. Something's got to change there.

Jan Campbell: And I totally agree with that. And again, I think if we can get the players to talk to each other on that and then again, we are looking at having subcommittees so that we can do more focus and actually work on these issues because we just don't have the time in the CAT meeting. Eileen, did you want to say one thing and then I'm going to move forward?

Eileen Collins Mastel: I would say that we are in heated agreement that this is not an acceptable solution, and we are working on a number of alternatives so that we can we can adequately address this issue. We just don't have all of the details ferreted out right now. So I'm not at liberty to share what we're working on and what we think will be the viable solution here. But I'm hoping by next month's meeting we can have some better answers for you when we get into subcommittees. I'd be happy to dig in deeper with the team as well and go through some of those approaches that we're looking at.

Jan Campbell: That would be great. Thank you so much. Well, thank you. Let's go to public comment. I'm going to first call on Alan since it's open to the public. We have about 2 minutes to do public comment.

AlanHines: Hi. I'm going to be using communication support. My name is AlanHines. I'm the housing access director at Community Vision. Right now I have two clients that are living in Troutdale, and they are really struggling with transportation access. I'm coming to this group to see if you have any better ideas about how I can help them to get more effective transportation. I've looked over the East Side and Service

Enhancement Plan now, and it seems like Route 21 is going to be adapted to go by their home. I was wondering if you had a way to get that route prioritized. Thank you.

Jan Campbell: Thank you, Alan. What we do here is we usually take public comment and then we get staff to work with you directly. Or I can work through the staff. So what I'd like to suggest is that I will talk to some people within TriMet and then you and I maybe can work on that together or try to get the information back to the appropriate people at TriMet. Does that sound okay?

Chris Hunter: I have a note for that as well.

Jan Campbell: You and I can work on it together. Great. So did we have Trish and Dave? I haven't forgotten you. I'm just letting the public first. Did we have Trish wanting to say something?

Trish: Trina, what I'm finding with reservations and dispatch, is that people are speaking way too fast so that they have to end up taking longer to talk to you because they talk way too fast. And I like to ask if we could have people slow down a little bit so they're clearer. I mean, I know there are on time constraints, even customer services, but if you talk so fast that someone has to ask you to repeat everything, it doesn't save any time.

Trina Loucks: I actually completely agree with you on that. And that was something that had come up when I ran the report for February. We have a wonderful trainer with First Transit, Jacqueline, and she will be actually working with the people that we had found speaking too quickly or different languages, that type of stuff. So she will be working with them within this next month to make sure that we are communicating appropriately.

Jan Campbell: Anybody else on the public? Okay. I'm going to take two more. I have Dave and then Ryan.

Dave Daley: Yeah. Thanks, Jan. I'm taking my hat off and putting on my Multnomah County hat here. Our working group had our first meeting with John Gardner about the recommendations that we made, and it was an okay meeting, but we were a little

surprised that John didn't seem to have any awareness of whether there might be a disparity in the service provided on LIFT to BIPOC communities. And further, we were a little discouraged that he didn't actually seem like he wanted to take ownership of finding out if that was actually factual. So what my comment is, is we're providing a letter. Chris can put it in the chat. It's a letter to you, Jan, just requesting that the executive committee put this on the agenda and look at asking accessibility staff to come up with a specific report about what is our status in terms of our service to those communities. And, and do we think that the service is underutilized there? And so we can actually take away the ambiguity of whose responsibility it is to actually determine if that if that's there. So that's all it is. And it's mostly an executive committee thing. There's no need for any action today. And I appreciate the time to bring the issue up. Thank you very much.

Jan Campbell: Thank you so much. And your group does such great work. Thank you. And Ryan, did you think again, just very briefly,

Ryan Skelton: I wanted to ask a dispatch question that occurred to me regarding LIFT dispatch. In the old days there used to be a public drop off points at large locations like the art museum. And I'm wondering if those still exist or whether consumers have to provide the address, because I booked a trip recently and I was asked to provide the address to a very large public location that I think should have a drop off point that's within the system without the address. Thanks.

Eileen Collins Mastel: It can be answered very quickly. We require our customers to provide an address for all pickup and drop off points. We do have common locations at malls and hospitals. That is our drop off point at that address. But we still do need the customer to provide the exact address just so that we make sure we get people exactly where they want to go. And we don't make any assumptions about something that may have a similar name. So that is a requirement for reserving a trip. Thank you.

Jan Campbell: Okay. I'm going to move forward. Thank you, everybody. Keith, you're on board.

Keith Edwards: I've got a very brief report this morning. I thought the trip that we had last week was very was very beneficial. And I just think that we need to have more field

trips like that so that we can interact with staff and let them know exactly what the issues and concerns are. And I think it brings it more to a place of getting something done about it, because I think when we're in these meetings and we see the renderings that they present, it's not the same as actually being out there. So I think if we do more of that, I think that would be very helpful. Thank everyone for that participated there as well.

Keith Edwards: I'm a bit concerned about an email that's been going around regarding City Council being very unresponsive to our issues and concerns. I think something needs to be pushed on that so that we get more response out of them whenever we have an issue that needs to be taken care of or dealt with. One commissioner responding is not acceptable, especially when it wasn't even the commissioner that's in charge of transportation. So I just think we need to move on that and push a little bit harder and to get more publicity, or whatever we need to do to get more response. Those are our elected people that are responsible for at least answering an email or answering the phone call. And so we can get something done instead of always talking to staff. So I think that's something that needs to be pushed on much harder and whatever I can do. If no one had any objection, I'm certainly going to take that to the board so they can be made aware of this as well. That's pretty much all I have.

Jan Campbell: Thank you, Keith. And we were glad to see you on our trip last week or the week before. I don't know if you were on board when I mentioned that I was going to talk to some people in the city, as well as work with TriMet staff and to get some response back regarding the blockage of the bus stops. And I think we do have some allies within the city that might be able to help us. And my suggestion also was to go to city council. I had done that before and I think that helps and it goes public. And so hopefully we can get this moving. But thank you so much.

Keith Edwards: Yes, I think that's great. And especially since the city council member that's supposed to be in charge of transportation is up for election.

Jan Campbell: Yes, totally. And actually, I know her personally. We worked on the charter together many years ago on human rights issues. So I'm trying to get her office to answer, too. So thank you. Okay. Let's move on. Mr. Tom?

Tom Markgraf: My name is Tom Markgraf and I'm the Director of Government Affairs for TriMet, and I'm here to talk to you about redistricting our board districts. As you all know, the Constitution says every ten years there's a census. And when there's the census, there's redistricting of congressional seats. Well, we do the same thing here in Oregon. Four appointed positions by the governor and our board members are appointed to districts. We have seven directors and we try to make sure that all of those districts are equal in population. And we've got a little slide show that that I think Chris is going to pull up for me.

Tom Markgraf: Let's just hop over to slide five, if that's okay. So the Secretary of State rules on how the districts are. Right now, we've got 1.6 million people in the population. And in the last ten years, the population has grown 180,000. And that means every district needs to have about 25,000 more people. And so the rules are that the districts need to be six things. They need to be contiguous together not sort of stressed out or gerrymandered equal population. They need to use existing geographic or political boundaries where it's acceptable. They want to divide common communities and not break up communities. They need to be connected by transportation links. And for all those five we are just solid on all those with our district. And then there's a brand new criteria that the current Secretary of State has included, and that is to be consistent with the Secretary of State's diversity, equity, inclusion and accessibility principles as defined by their mission, visions and values. And that's terrific because that's pretty much how TriMet operates. And we met with the Secretary of State and her staff, and I think we're pretty darn golden on that. Let's just jump to seven. Like I said, the district is now 1.6 million people in. In the population here, you've grown by 180,000. So we want every district to be represented by about 236,000 people. We are almost there in good shape already. And the tweaks that are going to be made are pretty darn minor. Let's go to the number eight, please. This is how the board districts look today. Keith Edwards is in, for example, District Five in north northeast Portland, where I live, actually. And you can see, I want to just point out District Two and District Five. The Willamette River separates them, except for that little jog into St John's, where it comes across in District Two. So these are the seven districts in the region. And I just wanted to point out District Two and District Five between those two districts is the Willamette River. And yet in District Two, it kind of jumps across the river and takes a little slice of St John's. One of the scenarios of that one has always personally bothered me because geographical boundaries matter in this too. And in some of the scenarios they're talking about moving

that back over so that the Willamette River is a logical borderline between the two districts. If we go down to slide 11. Want to show that a little bit. We are going to put up three scenarios for the public to review and give their input to us online. Here is the first scenario. And in that scenario that shows that little chunk of St John's would actually be made whole. So Keith Edward's district would remain whole and he would represent all of all of North Portland and a big section of Northeastern. The differences here are so small in the existing districts and the proposed three scenario districts we have. So this isn't really a major redistricting movement, but it allows the public to put in input and in and tell the Governor and Secretary of State what ideas they have.

Tom Markgraf: If you want to, you can go onto the website and look at these three scenarios and comment on them. But again, we're talking literally about a few blocks moving in most in most cases, just to keep the population as equal as we can. Next slide is the third scenario. Again, it's hard to see on this because the differences are so small. But we're talking about, again, several blocks moved one way or the other, left north or south, east and west again to make it so that the districts are just about all the same size. And again, we're looking at 236,000 people in each district. The board heard about the plans to look at redistricting last February. The scenarios went on the website right away and people are able to comment on the website right now then the board is going to review what comments and discussions that have been made and then listen to an executive summary from the staff and pass a resolution in April on the changes. We are not the only transit district that's doing this. Chariots in Salem is doing it. And Lane transit in Eugene is doing it as well. But there are other areas that are doing it too. The Washington County Board of Commissioners is going through the same process with their county commission. Again, with those folks, very tiny changes. It's just not very big. Sometimes this makes a big difference naturally when we look at redistricting for congressional districts, because those are quite a bit larger. Those are just under 700,000 people for congressional districts. This is this is much smaller and a much more confined area. These are these are appointed by the Governor. So it's an interesting process. It doesn't have a lot of impact because the variations are so slight, but it's something that is the right thing to do. And we do it every ten years. So it doesn't get a lot of fanfare. But I hope you can look at the website that's up on the screen today and that's my presentation.

Jan Campbell: Thank you. Keith, you've heard about this. What do you think? Or do you want to share?

Keith Edwards: I like the idea of having natural geographic boundaries that are going to be determining the different districts. I think it makes sense to me to do that. I think it makes sense for all the other districts, of course, as well, because that way it's a lot easier to define the areas and know your areas that you're representing.

Claudia Robertson: Are any of the sitting board members affected by this at all?

Tom Markgraf: No, and that is an excellent question. You go out of your way, so you're not redistricting somebody out of it. But no, no one's going to be affected by this either with the changes.

Claudia Robertson: The maps that are on the website, do they have a location prompts? There's nothing on here that says exactly where the bump outs are. There are no markers. I don't know where 122nd is. I don't know where 223rd is. So if the ones on the website have those markings that would help to know where exactly we're talking about. When I zoom in the streets aren't labeled. Even on the slides when I opened them, I widened them. They're not labeled. And I just thought maybe some geographic orientation would help.

Tom Markgraf: That's an excellent point, Claudia. Let me get a website for you and email it to everybody so that there's an interactive map, for example, or you can even put in you can even put in your own address and see where you are.

Ryan Skelton: Is it just one representative per district?

Tom Markgraf: It's one representative per district, and we try to make the districts all equal population.

Jan Campbell: Anybody else on CAT have any questions? Let's open it up to the public to ask you questions.

Jan Campbell: Any other questions or comments? So this is mainly informational.

Chris Hunter: After the meeting, I'll send out an email to the CAT members with the website so they can go look at that if they want to. Tom will send me over the interactive map and I'll send that out to everybody to make sure that everybody is informed and can go on the website and all the all the redistricting plans. So we'll work together. I'll get all that information out. And thank you, Tom.

Jan Campbell: Okay. Mr. Alan, you're on board. And if you can tell people who you are. Just in case people forget. And that would be great.

Alan Lehto: I am Alan Lehto. I'm the director of Business Planning and Transit Asset Management at TriMet. And I'm here along with my colleague John Kitchens, who's the analyst in Business Planning and Asset Management. And the two of us are the lead staff on TriMet business plan. And I'm here today to as an informational piece and also to ask you to take a look at our draft business plan and give us comments if you feel like there is anything that we need to brush up to make it a better plan. I do have a presentation which I want to start up in a moment, but first I'll just mention that I am appearing with a background commemorating Women's History Month, and today I happened to be showing Annie Dodge Wauneka I'm not 100% sure I'm pronouncing her last name right. Who was a one of the first women on the Navajo Tribal Council, a recipient of the US Presidential Medal of Honor, and worked tirelessly as a leader in the Navajo Nation to increase health, increase education, and to stamp out tuberculosis. So the great woman leader from history. With that, I'm going to go ahead and start the presentation. So I'm going to share my screen and I'll be talking through the PowerPoint. I believe all of you have already received this PowerPoint as well as a copy of the business plan in standard print and in large print from Chris.

Alan Lehto: This is the same presentation that I gave to the board. I won't belabor all the details, but I will talk it through. And for context, for those of you who have not seen the board meeting, because I'm not going to assume that everybody has. So the business plan. Why do we have a business plan? It helps TriMet employees set clear priorities and have an understanding of the resources that are needed to make progress. This better defines and aligns our efforts at all levels and across all divisions, and it helps us connect our actions to our goals and our mission. So we've got a clearly defined vision, mission values. Sometimes it's easy to get lost in the weeds, so to

speak, and start doing things just because it seems like, “Oh, that's the next thing to do”. But this forces us to step back and think strategically and decide, okay, what are our big priorities? And if you've looked at the business plan this year compared to last year, we've honed it. We've reduced the number of actions recognizing that we really need to focus if we're going to truly make progress. I talk in the business plan. We internally talk a lot about alignment. And here's just an example of alignment where if you boil down, what we're trying to do is our operators, our fixed, our operators, our MAX operators, our LIFT operators, they're all trying to do their best to get customers where they're going safe and on time.

Alan Lehto: But in order to do that, it takes a lot of people lined up behind them to make sure that they have the tools that they need, like trainers, to make sure that they're well trained, transportation management to organize planning and scheduling, to set things up, finance, to provide the funding information technology for the for the technology and computers that are needed. Field operations, bus and rail maintenance. Obviously to have vehicles and everything working. Service workers, purchasing stores, customer information, a whole raft of people behind the operator trying to do that. And that's what we're looking for with the business plan alignment. If we all strategically look together at what we're trying to accomplish and agree on it, we are much more likely to be able to move forward. And as with everything, we have a trade off with capacity and choices. So every good thing we do means that we have fewer resources for every other good thing we could do. So we have to be focused and strategic and really think. On Slide five, I reiterate TriMet's purpose as articulated in the business plan and those kind of five things that we've looked at - we're trying to get people safe there safe and on time. But why are we trying to do that? Well we're trying to give them the help them meet their daily needs. Well, why are we trying to do that? Well, fundamentally, we're supporting our economy and providing equitable opportunity.

Alan Lehto: And that means to jobs, to education, whatever. We're helping to ease congestion. We're providing mobility for people with fewer options. We're helping shape the future of our region and we're reducing emissions and supporting environmental sustainability. And I'm happy to say I'll have a fair amount of good news on that front as we go through. Our strategy map on Slide six is the colorful pyramid that lays out our vision mission values, which have not changed. They essentially remain the same from the beginning, though we have put even greater emphasis on safety. And the 12 goals

in four categories that help us understand where we're trying to head from number one as satisfied riders to number seven of ensuring a culture of safety to number ten fiscally sound and compliant. All the ones in between. For this year, we have set six strategic priorities, which again is an improvement over last year, where we had nine strategic priorities and nine points of emphasis. And even though we were sincere about it, they tended to get a little lost. So boiling down to six. Ridership. Financial stewardship and capacity. Employees and employee experience. Community and partnerships. And these are flanked on the screen by safety and by equity, diversity and inclusion, because those touch all of the others.

Alan Lehto: We have to move towards ridership and financial stewardship, etc., with an eye on equity and safety the whole way. On Slide eight. One of the things that we do every year in the business plan is report on, well, how have we been doing on last year? Because we need to understand from our performance how we're doing so that we can adjust our actions for the future. And this is just there are something like 70 measures in the business plan, but this is just a selection of nine that help reflect on some of those priorities. The green star, for those who might be looking at this, are ones where we've met or exceeded our target. There are six out of the nine of the roads and the red octagon is those where we have failed to reach our target. And there are three out of the nine of those. There are four measures that are clearly impacted by COVID. That includes things like boarding's and on time performance where traffic is getting bad again, but it's still not quite back to where we were. So our on time performance for fixed route bus, which is being shown in the bulk of the plan itself it has on time performance for LIFT. Collisions are better, and so we're doing better in a number of things, but still have some focus needs around safety. With our loss time injuries rate, that's a measure of employee injuries. Even minor ones get counted.

Alan Lehto: Our turnover percentage. Like many other places, are having trouble holding on to employees. And then our cost per hour has risen higher than inflation. There are four categories of goals. And starting on Slide nine, I presented not to go through all of these, but just for future reference, the first three of the goals that fit under customers that include satisfied riders, number two, satisfied community stakeholders and employers. And number three, support a broader community. And then there are objectives that help define those and help us understand. "Okay, given that that is our goal, how do we start to turn that into action"? So there's a mid-level step between the

goal and the objective, helps us refine that and then we define actions based on that. The second category on Slide ten is internal business practices, and the three goals are deliver safe, efficient and equitable service; number five to design and deliver successful projects. And number six, business practices to create value and spur innovation and continuous improvement. I'm actually going to go back a slide to slide nine under the customers. One of the small changes we made in objectives is in 2A, which now reads Improve environmental sustainability and stewardship and reduce its carbon footprint. Last year we had those objectives split into two in under two different goals and it was confusing for everybody so we've collapsed the two of those into one.

Alan Lehto: On Slide 11, the People and Innovation category of goals. Number seven is to ensure a culture of safety. Number eight is where TriMet is, where diverse and talented people want to come and stay and thrive. And number nine is to foster service, excellence and innovation. And then finally, the last category of goals, the last three, ten through 12 is Financial. And ten is to be fiscally sound and compliant. Number 11 is to manage our assets to ensure safety and optimize value, performance and resiliency. And number 12 is to maintain or seek the financial capacity to advance regional expectations for service growth and quality as represented in the Regional Transportation Plan. So recognizing that our ridership is down, but the expectations of us continue to be high and trying to do the best we can to manage our financial capacity and allow for growth over time. Another thing that we do in the business plan each year and there are many more details in the draft business plan is talk about our accomplishments so that we understand what we've managed to do. And in the last year since the previous business plan, we have, by our calculation, reduced our greenhouse gas or direct greenhouse gas emissions by 63%, which we're very proud of. And have plans to try and continue that, though, of course, the more you reduce, the harder it gets.

Alan Lehto: The second accomplishment here is that we've increased the frequency of detailed vehicle cleaning on top of regular daily cleaning for bus and MAX. Also that we've provided new customer information and tools, trip planning and mapping at TriMet.org. And finally the Fast pass has accounted for 86% of fixed up fares and we reached 100 million taps this fiscal year. So we've gotten a lot of usage and a lot of benefit for customers from that HOP Fast pass including the fare capping, where once you've spent enough on ridership to reach a monthly pass, for example, the rest of the

month is free. Slide 14 then is one example, actually, four examples, of key strategic actions that we have identified in the business plan. And the key strategic actions are where the rubber hits the road. The steel wheels on the MAX hit the rail, whatever metaphor you want to use, where we talk about what we are trying to actually accomplish to make progress on those objectives and on those goals. Last year we had something like 130 actions. And again, that represented our appetite for doing a lot of things. But it also meant that we were stretched pretty thin. We accomplished a number of those and you'll see those with green checkmarks in the business plan. But we also have honed and cleaned them up and prioritized and really focused. And so this year, we have 88 actions for the five-year concentrated during the first year, but some of them spread across the entire five years. We've also added in a reflection for each key strategic action, and on this screen I'm showing a matrix or a table that shows four different key strategic actions. They're just samples. So there are many more in the in the business plan itself. But each one shows what strategic priority it's connected to. These four happen to be connected to ridership, which goal and objective it responds to. So this is 1B and 1C through the lead division is because if we don't understand who the lead is, it's very hard to make sure that we're making progress. There's a KSA number, which is Key Strategic Action number, just to keep them in order. And then the statement itself along with a dot representing which fiscal year for doing this work. This one, and I'll just read these examples, is to conduct and implement in the comprehensive service analysis or the Forward Together effort that we've been talking about in terms of service planning. And that's going to take several years, the first year we've already started, but it's going to go well into fiscal year 2023, which starts July 1st of this year 2022. "To engage riders in the public conduct analysis and develop a recommendations for service enhancements to complete comprehensive service analysis". So this is really a rethink of our fixed route service to try and make sure that it's meeting the needs as well as we can, given the resources that we have available, especially since ridership patterns have changed with COVID especially, but just with how people are moving and how needs are changing.

Alan Lehto: 4.2 then is to implement the service changes that are called for in that comprehensive service analysis. So whatever comes up out of the Forward Together, then we would be looking at making those implementations in fiscal year 2024 and fiscal year 2025. Frankly, by the time we're done with it during fiscal year 2023, there wouldn't be time to do implementation in 2023 except for very small tweaks. So that's why we're

showing it in 2024 and 2025. And then finally on this page, another example that's still related to ridership but applies to a different objective to deliver enhanced customer experience training to all TriMet employees. So some of our employees have had sort of enhanced customer experience training. And you heard actually this morning some of the training for our LIFT employees, but this is to provide customer experience training for all TriMet employees, even those of us who don't serve customers every single day, but who have customer connections while we're riding or while we're at a station. That happens really starting this year, but stretching through FY 2023 and 2024. As I said, there's a total of 88 key strategic actions. These are just four examples that I wanted to talk through so that you understand the structure of it if you happen to feel like reviewing others in the business plan. So on my last slide 15 that the next steps. The real reason I'm in front of you today, in addition to the information, is that we are in our comment period and I'm taking comments from anybody at any level and questions - anything about the business plan until April 1st, 2022, which I believe is a Friday. The second bullet point here is today's meeting. I've already met with the Transit Equity Advisory Committee just before the business plan draft came out to advise them that it was coming. We'll take whatever comments we get and rework the business plan as needed to respond to those comments and then bring a final business plan to the board at the April board meeting. So I don't have the date for that off the top of my head. But it's the third Wednesday in April, I believe. And then the business plan follows the fiscal year. So the new plan will go into effect July 1st of 2022. We are still under the FY22 business plan and will be reporting back to the board about progress on that as we go. But this new business plan will go into effect July 1st, 2022. So with that, I will stop sharing my screen and just say thank you for your attention to this. Invite you to a point. Reach out to me with any comments or questions on the draft business plan. And then we'll be creating the final business plan for the April board meeting. Let's turn it back to Jan.

Jan Campbell: Thank you very much. And we're going to open it up to questions now and then I have a few questions. So to CAT members, are there any questions or comments? Barry?

Barry: Thank you, Alan for presentation and all of the hard work that obviously has gone into this and is going into this. For goal number ten, fiscally sound and compliant.

I'm not fully understanding the meaning of your word compliant in this context. Can you explain to us a little more what that part of the goal is?

Alan Lehto Sure. Happy to. The two main things I would point to is that there are pretty clear rules from the Federal Transit Administration about how we do our fiscal management, there are pretty clear laws from the state, so we have to be clear and compliant with those state regulations. And then there are sort of best practices. I can't say "rules", but guidance, I guess, from accounting bodies that I am not fully aware of. But there are sort of national best practices and international best practices. So I would point to actually those three in being compliant with those rules and regulations and being sound in terms of our reporting, our own understanding and our business decision making around budgeting.

Barry: Okay. Thanks.

Keith Edwards: Thank you. And thank you, Alan, for the presentation. I know there's a lot of work to put that together and have it make sense. I wanted to go back to, I think, slide seven or eight and Slide 11. I was concerned about the language that's being used when we talk about equity, diversity and inclusion. Typically we're talking about gender and race, and I think there should be some reference to disability as well because they're not included in those numbers. Typically, when you say equity, diversity and inclusion, you're not talking about people with disabilities. And I think that specifically should be added because if that language is not in there, people make assumptions. And again, people with disabilities are just left out of the picture and out of the decision making process. So I think that that definitely should be added in there. So I would appreciate that.

Alan Lehto: Thank you. Yeah, I'll look for places to insert that. That's certainly the intention. And we do have some things, measures that respond specifically related to LIFT, where there aren't as many measures we can get for folks with disabilities who are on fixed route. But we do certainly recognize that need. And certainly the expectation is that part of what we are here for is to provide transportation for people whose physical or mental disabilities are getting in the way of their being able to provide their own transportation.

Jan Campbell: Dave. And then Claudia.

Dave Daley: Yeah. Again, thanks. One of the things our committee runs into continually is the tendency that planning staff has to remove stops to make routes ostensibly run faster, smoother, whatever. But it's not clear that there's ever a test to whether that makes sense for the people that have to walk to the stops. A year and a half or so ago, we had a very nice presentation from your pedestrian plan people, and then we discovered that the pedestrian plan people never interact with the route removal people to find out if the route removal that we're looking at makes sense, especially for older people, for whom eight blocks is a long ways. So you'd like to see some kind of exposure to some sort of balancing test that route planning people have to use when they're going to determine whether that makes sense or not, because sometimes it feels like we're further away from the people that need to ride it. You talked about the rubber hitting the road and ours is where the shoe leather hits the sidewalk to get to the stop. You know, and I think there's a lot we could do to make sure that those route removals actually are balanced against something and that your folks are held accountable for that somehow through the planning process.

Alan Lehto: Thanks, Dave. I'll make sure I pass that on. And really, I won't just send an email. I'll go and talk to some folks because I think what you're saying obviously makes a lot of sense that when we're when we're doing our pedestrian planning, we're doing our planning around access to try and understand accessibility. It's really key, obviously, that we're trying to get them to our service. And if we're moving our service at the same time and not thinking about both at the same time, we're very clearly missing a potential. That doesn't mean we can always do everything that we want to. But being very mindful of it is, I think important.

Jan Campbell: Thank you. Claudia? And then Anna.

Claudia Robertson: On. Yeah, a couple of things. One is about the presentation. When you got to the performance and priority measures, all you said was we did the ones with the green stars. We didn't do the ones with the red. But there's people that can't see that and they don't know what it is that we did and didn't do. And it would have been nice if you had read those so that we could understand them. On what Director Edwards said At Ride Connection for the past year, we've been doing a diversity, equity and

inclusion deep dive for staff, board work, and the people that are consultants call it diversity, equity, inclusion and justice. But at Ride Connection, we call it diversity action, inclusion and accessibility. And so if you add an “A” at the end that assumes that you're talking about everybody being able to access the service and that will keep people with disabilities and older adults in your mind. And I know, Allen, that you spent time working with us in the SDFAC when you were in planning and so that you know that what our concerns are and they should be included in this. And I haven't read the whole thing, but I want to know if you have included working with the jurisdictions that you intersect with, with the city and the county, so that especially in planning, you are not all doing their own thing and it affects people's rides and their ability to get a ride and their ability to access transit. So I hope that there are somewhere in here that that collaboration is part of your business plan. Thanks.

Alan Lehto: Thanks, Claudia. I'm happy to go back and talk about details if folks would like me to do this. Let me respond to Claudia's other two points and then I'll go back and talk through the details on that slide. I get lost between how much should I talk about and how much should I just keep moving? And clearly I made the wrong choice on that one. So happy to go back. So the other one was an adding accessibility to that language. And we'll look at places where we can do that to keep that in mind, because that is clearly a part of our interest. I'm not going to remember the exact wording on it, but there is an action to actually go back and review in more detail the accessibility of our entire system again in a comprehensive way that we've started in the past but I don't know that we've ever gotten as far as we hope to with this one. And then to your third point, Claudia, work with jurisdictions because we don't have the expertise nor the funding to build accessible sidewalks all over the region, everywhere. But if we can use our knowledge and our information and the fact that we truly know that there are people who need those connections to find grants, to work with jurisdictions, to try and make more accessible spaces so that people can get to the bus services - then we're able to provide accessibility for more people. Let me go back and share my screen again. And I'm on Slide eight for anybody who's following along. So. There are nine measures here.

Alan Lehto: The first to respond to ridership and rider experience. The first one is the average weekly fixed route boarding's. This is one where we've met our goal, but with a big asterisk, because COVID-19 has a big role in that. And so we are up 22.5% for boarding's compared to the same time previous year. Of course, that number is down

substantially from where we were pre-pandemic, but we are back on the positive trend. The second one reading across the top, also related to ridership and rider experience. On time performance this happens to show for fixed bus, but we have on time performance for LIFT, WES and MAX in the plan we were at 90% as of December 2021, which is above target. Again, a COVID asterisk there because while the traffic has come back, it isn't quite as bad as it was pre-pandemic. The third one is related to safety, and this is collisions per 100,000 miles that fixed our busses run. And again, we do have this similar number for LIFT in the plan. This is showing 2.3 collisions per 100,000 miles during the one year average as of December 2021. We wish this number were zero, but a realistic target. We are below our realistic target though. Again, that comes with a COVID asterisk because when traffic gets a little less crazy, the number of collisions go down. The second safety measure I did mention lost time injuries rate per 200,000 worked, hours worked. We are at 7.0, which is above our target. So that's showing a red octagon. So a number for the calendar year. In the middle Equity, Diversity and Inclusion, we actually have two measures. Both of them are on target. The first one is on time performance. And this takes a moment to explain. The way the Equity, Diversity and Inclusion measures are made is that they compare the lines that are serving populations with above average numbers of persons of color and or low income - compared to all the other lines. And as long as they are equal or better than and really within 5% because there is some variability, then they have met our target and on time performance is meeting that target and as well as vehicle assignments. So for instance, what you don't want to do is to be providing the oldest, most beat up busses to populations that are higher percentage of persons of color and/or low income. And that is something that some other transit agencies were doing ten, 20 years ago. And now we make sure to check for that. On the bottom row, there is employee experience. I also mentioned this one specifically before turnover percentage, which is the number of people who are leaving. We're at 7.5%, and I think our target is something like 4% as of December 2020. That's relatively high. It mirrors what's happening in the industry and across the country, but it is definitely above our target. And so I'm showing a red octagon in there. The financial stewardship and capacity.

Alan Lehto: The last two goals are targets. The first is the annual alignment with our strategic financial plan guidelines. We're showing all six met. I need to double check that. I think there's one where we're on the edge. But we're doing well on that because our target is five or more. And then finally bus operating cost per vehicle hour, that is up

10.7%. You all know that inflation is up, but not 10.7%. And so this is exceeding our target also with a COVID asterisk, because as we had to reduce service first for COVID and then because of lack of staff, the cost doesn't go down as quickly as the number of hours that we're able to provide with that. So the cost per hour goes up somewhat. As you go through the business plan. If you do, I did try to make sure for those who can see it that the both the color and the shape represent how we're doing on the target. So it's a green star four on target. It's a yellow triangle for caution and it's a red octagon for off target. For anybody who's using one of those reading devices that I'm not super familiar with, but I understand that you can hear what the optics says those graphics are labeled as green stars and red octagon. So hopefully that is helpful as well.

Jan Campbell: Anna and then Barry.

Annadiana: To tag on to Dave's point about changes in lines and routes. When we were given a presentation on upcoming changes to routes, I actually asked about line 57 because I live in Forest Grove and it was the response was "there will be no change" yet, I personally noted three stops that were dropped and in talking to a bus driver she said no, actually there are five. Seven blocks might not sound like a lot in the city, but to me it does. But out here we're talking rural blocks. You know that there's one in particular where there's a new housing development that went in and the stop is gone. There used to be a stop and it was just taken away. And there are a couple other similar situations along the Line 57 and I might point out that we have a very high number of Hispanics and seniors and it just seems wrong to do this. And the drivers were not notified ahead of time. And like I said, the response I got when I asked about it was "there would be no change" yet there was. There needs to be better communication within TriMet as well. And so that's all I had to say. Thank you.

Alan Lehto: Thank you. If you happen to know the specific stops or the specific cross streets, it could get that to me or to Chris. I'm happy to follow up specifically on those as.

Jan Campbell: Barry?

Barry: One of the things that you didn't really didn't touch on in the presentation was the process of planning and adopting and implementing the business plan. So if you could

talk to us for just a couple of minutes about the process...I'm thinking about is it a bottoms up process or a top down process? What's the involvement of the department managers and staff? When are they involved? How are they involved? That kind of thing, you know, leading to their active participation and buy in and hopefully effective accomplishment of all these goals. What's the process?

Alan Lehto: Thanks Barry. We actually took a little bit of a step back this year. So let me talk about how we did it this year, a lot of work at the executive team level, but also working with directors and managers and some other staff around the agency as they've shown interest in specific issues come up. To identify what our key priorities were, and then have a series of conversations with each team to understand what are they most concerned about? What are they seeing, understanding from our outreach and engagement staff? What are we hearing from the public in our various engagements? And then putting together a draft set of updated objectives and key strategic actions and then goes back around to the several hundred employees that at the pre-draft level and then of course it goes out to the entire agency and the public at the draft level for comment back so that we can refine that. Hopefully that helps.

Jan Campbell: Thank you, Claudia.

Claudia Robertson: You mentioned the agency audit. Not necessarily that. But the accessibility review of the entire system. And I was hoping that includes all of your buildings.

Alan Lehto: That's a good question. The scope is not fully worked out, but I will note down that that is an important issue. You all may have seen that last board meeting that we have signed a lease for our administrative offices at a different location, not at Harrison Square anymore. And my understanding is that accessibility there was one of one of the factors to try and identify a place that more people could have easy access to.

Claudia Robertson: Thank you. Not only for visitors, but employees. Yeah, because that Harrison Square building was not accessible.

Alan Lehto: It had some unfortunate marks of having been designed in the sixties or early seventies and just not thinking comprehensively about that.

Claudia Robertson: Look, if it's any consolation, the post office does not have automatic doors. And to me, that's just unconscionable. I have to put my whole body against that door to open it. So it's the pressure of it. The weight of it is definitely not ADA. I don't know what can be done about it. And medical facilities also sometimes do not have accessibility. So it would be nice if TriMet made that a top priority.

Jan Campbell: And I was going to actually ask that the Executive Committee, if some of the members could go and do the review for the access like we did for the Harrison. I think that would be great. Dave?

Dave Daley: Claudia's comment made me think of something. Several times lately, we've run square into the issue of what some agencies call vertical transportation, the elevators and the escalators. And it would really be good to see if somehow this plan could address the improving our response to those. We've got elevators have been out for months and months. New elevators out for months and months. And there's also no real provision for putting in some kind of a of a bridge if somebody gets stranded because an elevator doesn't work someplace. So we've run square into that a couple of times with this committee. Maybe it was deep down in the bowels of your of your plan someplace. But it really ought to be something that we measure and figure out if we can improve.

Alan Lehto: Okay. Thank you.

Jan Campbell: And then I'd like to call Ryan.

Ryan Skelton: Okay. I have, I think, three questions. One is that I noticed that the Forward Together survey is pretty important in terms of establishing ridership patterns. And it's mentioned in the business plan several times when I reviewed the whole document. I think there needs to be a lot of outreach around the disabled community, and we should do that outreach at different times because I think ridership patterns are going to change as COVID recedes. And I would hate to see that decisions were made on survey data that was collected rapidly and during specific time intervals that are that

are influenced by COVID and don't reflect actual ridership patterns. The second thing I was wondering about is the affirmative action plan, as mentioned in a couple of the goals and I didn't know whether that plan itself includes language around hiring and addressing the needs of people with disabilities in the agency itself. And I'd like to see that. And then lastly, I just was wondering the preferred channel for the committee to submit questions regarding specific goals. In the plan itself. Thanks.

Alan Lehto: Thanks, Ryan. So I will pass on the comment about outreach and engagement with the community of folks who are dealing with disabilities for Forward Together. And also it's very clear and make sense. You're concerned about making sure that we're not making all our decisions based on how people travel while so many people are still concerned about COVID. Second, the affirmative action plan does include some elements of persons with disabilities. There are some measures in there. There are some I don't think they're called actions. I don't know exactly how it's portrayed, but it is in there. So that is part of it as well. And then third, questions about other goals? You can email me or call me directly. I think my email is I'm checking right now. My email is on the website, which is just TriMet dot org slash business plan. All one word stuff together. Yes. Both my phone number and my email are on there. And just reaching out to me is great.

Jan Campbell: And we will be bringing up the Forward Together initiative at the exec to get on the agenda. Patricia, I know you've been making some comments for him.

Patricia Kepler: It was mostly just supportive comments for Anna. Just one of the bus stops that that I was aware of was the one along TV Highway where that new south Hillsboro housing developed one end, and there are no sidewalks. And there's the railroad tracks, the freight trains; it's very loud and it just seems like it's really inappropriate to make people have to travel further in an area that's relatively unsafe as it is to get to their bus stop. I also want to follow up on what Ryan was just saying. I work for PCC and we're returning to classes this next term. And this is again more emphasis on the need to reach out to the community at all levels. They are not resuming their shuttle services at this point for a number of reasons. One is they're having trouble getting people on staff licensed for driving the big busses. So that's going to be more people needing to get to these campuses on TriMet from campus to campus. There's a need that you really need to keep in mind as things start reopening.

Alan Lehto: Thank you Patricia Both for the detail on TV Highway, but also I had not heard that PCC was not running their shuttle. I mean, hopefully the service planning folks know that, but I will pass it on to make sure they're aware of that.

Jan Campbell: And did you want to say anything on the text, Patricia?

Patricia Kepler: Thank you for having alt text included. I really appreciate that as a blind user.

Alan Lehto: And Patricia, if you see anything that we can improve in the final or in next year, just let me know.

Patricia Kepler: I will. Thank you.

Jan Campbell: Thank you. So anybody from the public? Katherine. And then Trish.

Kathryn Woods: Did the elevators ever have as part of their plan or whatever they call it regular inspection schedule?

Chris Hunter: I noted that down too. So I have from Catherine what are the inspection times, like you said, are they monthly, yearly, that kind of thing. And then Anna also added, is there a maintenance schedule? I'll look to get those answers.

Alan Lehto: I think in my interpretation too is that hopefully we will find that yes there is and make some sense. What we may not have fully covered is at some point just maintenance isn't good enough for assets and eventually you have to get to replacement. And that is a harder decision, like when do you do that? And it is unfortunately too easy to accidentally go too far with that.

Jan Campbell: Thank you, Trish?

Trish: Yeah, well, I'm just sitting here, and I'm the only person on the phone, and I can't see anything, so I had a hard time hearing you. Can I get a copy of what everybody else got a copy of, please?

Chris Hunter: I can send one out to you.

Jan Campbell: Anybody else public? I have a couple of questions. First, I know that the paratransit is not part of this business plan, I believe. And I was wondering why? Because we like to look at it as a total system. And then the second question is under customers. On page nine, it talks about advancing mobility for those with limited options. And I just wondered what that what was meant by that.

Alan Lehto: Sure. Thanks, Jan. And the PowerPoint that I just gave doesn't have that much about LIFT, but LIFT is definitely a part of the business plan as a whole. You will see measures related to it. You will see some specifics in the language. So it is part of a unified whole. Obviously, if you think we're missing something, let us know. But the intention is that it's fully integrated.

Jan Campbell: But it would be included in some of the wordage then right?

Alan Lehto: That's always the intention. I mean, we're trying as much as possible to be comprehensive and that accessible to all is truly supposed to be accessible to all, regardless of what disability you're dealing with or whatever else might be getting in the way. So that's the intention also behind the language of those with fewer options. We're trying to make our fixed route service as accessible as possible for those who can use it. The full range of what can we do to try and maximize mobility for as many people as we can.

Jan Campbell: Anna had one more comment. We have about 2 minutes.

Annadiana: Okay. And so I'm curious that since availability to everyone is one of the goals, why are there still a large number of bus stops on the fixed routes which have no cement landing pad to be able to drop off a mobility device? There's two of them near me that don't. Thank you.

Alan Lehto: Unfortunately, you're exactly right. I when I used to work in the planning department, we worked on a pedestrian plan and we identified that there were something like out of 6,500 bus stops, there were something like 1,500 that didn't even

have a sidewalk nearby. What we always have to do is work with the local jurisdiction to try and identify if there are resources to be able to build that sidewalk? How can we make sure that it's accessible to and to the bus stop, but also to the neighborhood around it? And that is part of what is called for in this business plan after we do the accessibility assessment.

Annadiana: The stops I mentioned do have sidewalks. They just do not have any place to be able to drop off someone with a mobility device.

Alan Lehto: So there's the planting strip in between the sidewalk and the curb, which gets in the way of being able to unload. And we at TriMet have built hundreds of those. They call them carriage walks; and we have encouraged and convinced agencies, public agencies, cities, counties and ODOT to build those in a number of places. But we still unfortunately have more places to do.

Jan Campbell: Well, we're having another issue regarding access to the stops, and that's with people houseless as well as e-scooters, etc... So if you could help us advocate on making some of these changes to get stops really, truly accessible would be great or who we should contact. We're not getting much from the other jurisdictions, but we will keep trying. Thank you, Allen, so much. And thank you, everyone. We will still continue looking at setting up subcommittees, which I think will really help. So thank you. We need a motion to adjourn.

Patricia Kepler: I'll motion.

Kris: I second it.

Jan Campbell: Thank you. Bye.

Meeting Adjourned at 11:00am.